

OPERATIONS BUSINESS TEAM
December 6, 2000 (DRAFT)

	OPPORTUNITY CATEGORY	DECISIONS AND ACTIONS	STATUS / ISSUES / COMPLETION DATES	NEXT OBT REVIEW DATE	RESPONSIBLE PERSON(S)
1	Costs & Cash Flow	Case Packed Oriental - Decision to Move to Primary	Requested and received commitment to begin packing at least 25% Izmir tobacco to four boxes in a box format, and make capital improvements to MC and Cabarrus primaries allowing LPF to close. Will approve \$300,000 prefunding request for engineering	DONE	M. Farriss
2	Costs & Cash Flow	Cigarette Spec Change for KS & 100's - Implementation Decision	Presentation made. Agreed to convert all 100's cigarettes to 98mm and all KS cigarettes to 83mm both for soft pack and box for Domestic. D. Beran and D. Milby to review with J. Nelson at PMI prior to implementing for Export.	DONE	H. Alonso
3	Costs & Cash Flow	MONTHLY - Operations Budget Update for October	Presentation made reviewing October actual figures vs. 2000 update.	DONE	M. Saine
4	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	Review given of capital spending vs. 3rd revised capital forecast. Preliminary 2001 capital forecast also discussed.	DONE	M. Saine
5	Organizational Capability	PMECF Update	Update given on campaign results and ongoing work involved with establishing grant making committees and allocating funds within the community.	DONE	T. Hanson
6	Quality System Implementation	Preview of 4th Quarter Management Review	Preview given and corrections noted on presentation covering QS Implementation Plan progress and 3rd Party Assessment Findings, Conclusions & Next Steps. Reviewed proposed plan that evolved from October OBT QS planning session, which is designed to meet QS requirements in 2002 for traditional cigarettes. QSI&C to develop a separate model for SCoR. Reviewed 3rd Quarter Follow up issues including new pack and carton code format and ink jet installation schedule, Merit customer complaints and proposed corrective actions planned for finalization by 12/22/00, and corrective action for Menthol NCP noted in September. Reviewed 4th Qtr. 2000 Quality data. G. Ruth to provide explanatory background information for Cabarrus to J. Carboni and R. Fenner regarding explanation of customer complaints noted on Virginia Slims. Reviewed next steps arising from Social Situations and Retrieval simulation on 10/16/00.	DONE	J. Carboni

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7	Compliance	QUARTERLY Review - Warrant Response Plan	J. Holleran to circulate plan for revisions prior to meeting. Time: 5 min.	12/18/00	J. Holleran
8	Costs & Cash Flow	MONTHLY - Operations Budget Update for November	E. Johnson to give update. Time: 30 min.	12/18/00	M. Saine
9	Costs & Cash Flow	Operations Measures	K. Kriva to give update. Time: 20 min.	12/18/00	H. Burnley
10	Costs & Cash Flow	Production Plan Update	R. Kelly to make presentation. Time: 30 min.	12/18/00	H. Burnley
11	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	R. Arents to make presentation. Time: 20 min.	12/18/00	H. Burnley
12	Costs & Cash Flow	Supply Chain Update	OSI Staff to make presentation. Time: 2 hr. 30 min.	12/18/00	H. Burnley
13	Organizational Capability	Technical Ladder Promotion Review	R. Driver to facilitate. Time: 1 hr. 30 min.	12/18/00	K. Benner
14	Quality System Implementation	Review of Deliverables for January Meeting	J. Carboni to give review. Time: 10 min.	12/18/00	J. Carboni
15	Quality System Implementation	Review Red Zone Product & Process Requirements	J. Carboni to give review. Time: 45 min.	12/18/00	J. Carboni
16	Corporate Responsibility	Supplier Diversity Development Update	G. Huelsman to make presentation. Time: 20 min.	1/11/01	H. Long
17	Costs & Cash Flow	MONTHLY - Operations Budget Update for December	E. Johnson to give update. Time: 30 min.	1/11/01	M. Saine
18	Costs & Cash Flow	Operations Measures	K. Kriva to give update. Time: 20 min.	1/11/01	H. Burnley
19	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	1/11/01	H. Burnley
20	Incentives & Compensation	PPP Rollup / IC Review / Employee Development Follow Up	Review conducted 10/12/00. Further action discussed relative to employee development efforts in Operations. K. Benner & R. Driver to follow up with OBT in January.	1/11/01	K. Benner
21	Organizational Capability	Advancement Planning Confirmation Process Update	R. Driver to give update. Time: 1 hr. 15 min.	1/11/01	K. Benner

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22	Organizational Capability	Project Management Capability Center	M. Wright to make presentation	1/11/01	K. Benner
23	Organizational Capability	Re-engineering Supervisor's Role	M. Wright to make presentation	1/11/01	K. Benner
24	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	1/11/01	J. Carboni
25	Quality System Implementation	SEMI-ANNUAL - Review of PM USA Sanitation Program	D. Chadick to make presentation	1/11/01	R. Cox & JAC
26	Costs & Cash Flow	Strategic Plan Review for OBT Reports	L. Pulsifer to facilitate discussion. Time: 6 hrs.	2/1/01	H. Burnley
27	Costs & Cash Flow	MONTHLY - Operations Budget Update for January	E. Johnson to give update. Time: 30 min.	2/22/01	M. Saine
28	Costs & Cash Flow	Operations Measures	K. Kriva to give update. Time: 20 min.	2/22/01	H. Burnley
29	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	R. Sarmento to give presentation. Time: 30 min.	2/22/01	M. Saine
30	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	2/22/01	J. Carboni
31	Compliance	QUARTERLY Review - Warrant Response Plan	J. Holleran to circulate plan for revisions prior to meeting. Time: 5 min.	3/16/01	J. Holleran
32	Costs & Cash Flow	Manufacturing Yield Measures	J. Calloway to give update.	3/16/01	S. Rivera
33	Costs & Cash Flow	MONTHLY - Operations Budget Update for February	E. Johnson to give update. Time: 30 min.	3/16/01	M. Saine
34	Costs & Cash Flow	Operations Measures	K. Kriva to give update. Time: 20 min.	3/16/01	H. Burnley
35	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	R. Arents to make presentation. Time: 20 min.	3/16/01	H. Burnley
36	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	3/16/01	H. Burnley

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37	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	3/16/01	J. Carboni
38	Organizational Capability	Salaried Hiring Strategies	P. Faust to make presentation	4/4/01	K. Benner